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**MEMORANDUM FOR:** Deputy Director for Support  
/ Director of Training /

**SUBJECT** : Personnel Management and Development

**REFERENCE** : Memo to DD/S from DTR dtd 19 Sep 72, Subj:  
Training Phase of the PMMP

1. I fully share your happiness with referent memorandum on the "Use of Training in Personnel Management and Development" and the "Organizational Support of Training." I concur fully that, whatever the fine ideas in the first, the exercise will be fairly fruitless unless we actually arrange that something is done to carry them out. Frankly, I put my greatest hopes for the latter in the "annual personnel plan" that the Director of Personnel is now generating. With that plan, I would hope to engage the main command line in decisions about personnel plans and particularly include the training as part of these decisions. In that way, they will be the subject of conscious decision-making by the leadership on a periodic basis, and we will have a common system of reviewing what is actually being done.

2. The above said, may I offer a few particular comments:

a. Page 1. I believe you mean Personnel Development Program, rather than PMMP.

b. Page 1. You request the "career service" to develop the career training profile or model for the functional specialists. I confess some unease at the use of the term or concept "career service," as I believe that in many cases it jumps the command line and operates laterally from the Office of Personnel into the working level. I would much rather see the responsibility for these profiles placed upon the Deputy Directors,

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who in turn could go to the appropriate subdivisions in their own organization (in many cases synonymous with the current "career service"). This would more clearly involve the command line in this effort and increase their feeling of responsibility through participation.

c. Page 2 -- Foreign Language Training. You suggest a career goal of speaking or reading at least two foreign languages at the intermediate level or better. I would think it quite appropriate to try to use this vehicle to set a somewhat more refined goal, more or less as follows:

Speaking and reading at least one world language at the intermediate level or better, and speaking and reading (with some exceptions) at least one "restricted" language at the intermediate level or better at some point during the career (not necessarily sustaining it after the assignment which required it). As your Language Development report indicated, we are not too badly fixed on the world languages, but we are not at all in a satisfactory state with respect to the restricted languages. If we are setting career goals, let us see if we can establish one of learning (and possibly later forgetting) at least one restricted language during a career and one of maintaining fluency in at least one world language.

d. The section on foreign language training does not refer to the Language Control Register, nor to the testing program. To stress both these tools, I think this general description should make reference to them.

e. With respect to the Midcareer Course, described in Appendix B, do we not really mean to suggest that officers who have not previously taken the supervision course should do so as the first week, rather than the Managerial Grid? For the midcareer officer, I would think the former might really be more to the point than the latter.

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f. In paragraph A of the "Organizational Support of Training" memorandum, I presume you will change the specifics of the "management training" you refer to there. These cited are not "management training," however valuable some of them may be.

g. I accept your point of the need for some pure management courses. I particularly welcome your suggestion for a "branch chief" course and suggest that the best way to get a real reaction to this is to come up with some specifics as to what it might involve, following which we can circulate it to the Deputies. I would think in great part it might be drawn from the "Supervision and Management Course" in your Core Program.

h. Paragraph B -- The point about the need for identification and selection of potential executives I think should be pretty well in hand if we can implement the Personnel Development Program now being circulated to the Deputies.

i. Paragraph C -- Your comments about sanctions are certainly valid. At the same time, I think we need something more than exhortation to managers. I would hope this will develop from the PDP and the APP, even as post-mortem information. Nonetheless, the possible publication of a rule that any first-line supervisor must take a management course does have certain logic.

j. Paragraph D -- The training model or profile for each career makes a great deal of sense and would quite appropriately be generated by OTR training officers with the appropriate Board of Visitors member as a point of support. With respect to generally upgrading attention to training as an instrument of personnel development, again I would hope the APP will generate some command level decision at the Office/Division and Directorate level on this subject. (You will note I prefer this again to the "career service," although the latter can certainly contribute to the command decision involved.)

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k. Paragraph E -- With respect to training requirements, obviously the APP should provide the kind of advance planning in numerical and even individual assignment terms, which is needed. We will have to follow it to make sure it does, however.

WEC

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Executive Director-Comptroller

cc: Director of Personnel

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